



## **AMIR 2.0 Achievement of Market-Friendly Initiatives and Results Program**

Contract No. 278-C-00-02-00210-00

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### **Conduct Training of Advisors Workshop**

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Submitted by:  
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## **Conduct Training of Advisors Workshop**

### **Final Report**

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## **I. Executive Summary**

### **Background**

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support to female entrepreneurs in Jordan. The WAEDAT program will build on numerous initiatives taken by the AMIR Program. The Microenterprise Initiative (MEI) has provided Jordanian microenterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, and empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner (JP). The US Subcontractor is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local JP who will implement the project - managing a woman's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same.

### **Summary of Activities**

The purpose of this consultancy was to develop the capacity of a diverse group of selected advisors so that they may provide quality consulting and advisory services to WAEDAT participants (entrepreneurs). Interviews were conducted by the Consultant with the WAEDAT Core Team, Making Cents staff and others to better understand the requirements and tasks of the advisors. Through a review of WAEDAT advisor profiles and individual interviews with the selected advisors, an evaluation was made of the advisors' current strengths and needs. A four day workshop (TOA) was conducted to build the capacity of the selected advisors. This activity provided advisors with the opportunity to:

- identify and understand the unique challenges and opportunities facing the WAEDAT entrepreneurs in their business sectors;
- enhance listening and advisory skills needed to work effectively with, and present appropriate remedies to, women operating small enterprises;
- become aware of networks and resources in the selected business sectors;
- assess the entrepreneurs' demand for specific information and training that WAEDAT may offer; and
- effectively communicate entrepreneurs' needs to WAEDAT staff.

During the interviews conducted with WAEDAT Core team, Making Cents and others, under this consultancy, the role of the advisors was clarified to include the nature, frequency and topics of advisory visits with WAEDAT entrepreneurs, as well as the educational and professional requirements of candidates for the workshop. Advisors will be expected to conduct two visits per WAEDAT client, and schedule those visits within two and five weeks after the entrepreneur has completed her Core Business Skills training. WAEDAT Core staff developed criteria for the selection of

candidates which included university education, knowledge of business skills, and experience in business advising.

The Consultant determined the strengths and weaknesses of each participant during individual interviews. Whereas each participant brought his or her specific experience to the workshop, all were determined to be qualified for, and enthusiastic about, providing effective, high-quality advising to WAEDAT entrepreneurs. It should be noted that one potential participant chose to withdraw his candidacy following the individual interview. This individual expressed doubts during the interview about the purpose, effectiveness and staffing of the WAEDAT program, and the Consultant challenged him to evaluate whether he could bring a supportive attitude, and contribute positively to the workshop.

As a result of the workshop, the advisors became aware of the challenges facing women business owners, particularly in the targeted business sectors of food production, health care, and cosmetics. Participants brought their own sector experience to share with fellow attendees: the workshop included individuals who had minerals extraction, finance, banking, health care, management, and food production experience. The female participants were generous in articulating their experiences as women in the business world, thus providing the male participants direct information about unique gender-based challenges. In addition, the field exercise exposed all participants to three women-owned businesses.

The workshop focused extensively on developing listening and advisory skills. Each day included a variety of exercises designed to help participants understand that active listening requires thoughtful attention to one's own assumptions and prejudices, as well as compassion and empathy. The importance of this topic is demonstrated in the devotion of several hours on Day 2 to one in-depth listening exercise, as well as the frequent use of one-on-one and small group work. The participants also engaged in activities to make distinctions between advising and fixing; effective advising requires the active participation of the entrepreneur in identifying problems and developing solutions.

WAEDAT Core staff described, during the workshop, the resources and networking opportunities available. These were addressed in topic-specific format. The importance of using fellow advisors as resource was also stressed.

Throughout the workshop, the subject matter was discussed both theoretically, and in terms of specific application to WAEDAT clients, and WAEDAT services. For example, following a discussion of cash flow processes, advisors addressed specific cash flow situations which develop in the targeted WAEDAT industry sectors, the actual experiences of WAEDAT entrepreneurs taking the Core Business Skills training, and further WAEDAT training opportunities which might be recommended by the advisor to WAEDAT clients.

In summary, the interviews ensured that the curriculum was responsive to WAEDAT needs. The screening of participants by WAEDAT Core team and the Consultant produced an excellent, enthusiastic body of participants. The discursive, experiential format and tailored content resulted in skilled, compassionate advisors who are fully engaged in the success of the WAEDAT program and its clients.

## **II. Delivery of Training of Advisors (TOA) Course**

### **A) Overview**

The primary objective of this course was to develop the capacity of a diverse group of selected advisors to provide quality consulting and advisory services to WAEDAT participants. The stated objective was met for most participants, based upon the evaluation.

This training course used a variety of experiential learning methodologies. During the four days, participants worked one-on-one with a partner, in small teams of three or four, participated in role-playing and plenary sessions, conducted a field exercise with 3 women owned businesses, and met with entrepreneurs participating in the Core Business Skills Training course. Participants found this approach refreshing and inspiring.

The course was interactive. Participants were given many opportunities to exchange ideas, reinforce their business knowledge, build effective advising competency, and create a mutually beneficial network of skills and resources. Attention was paid to participants' current strengths and needs, as identified during the application review, interviews, and self-assessment tools.

At the conclusion of the course, participants received certification, and met with WAEDAT entrepreneurs. All participants successfully completed the course and received a certificate of graduation.

### **B) Findings and Recommendations**

The following recommendations come from the daily and course evaluations discussed below and observations made by participants and the Consultant during the course. The participants completed daily and end-of-course evaluations. They were asked to evaluate the course objectives, content, methodology facilitation, curricula and logistics. Overall participants were satisfied. As part of the end of course evaluation, the participants were administered a self-assessment evaluation, in which they were asked to rank their grasp of key topics. Appendix D summarizes the daily evaluation forms; Appendix E presents the end of course evaluation. The percentages shown were calculated from the total number of evaluations completed.

#### **1. Objective and Expectations**

The objective of the course, stated previously, was met for participants, 100% of whom gave an excellent to very good rating in the end of course evaluation. Advisors expected to get a comprehensive view of the advisor's role; enhance current skills; learn more about the challenges facing women entrepreneurs, and improve their own advisory techniques through exposure to best practices. Participant expectations were satisfied as indicated by the rating as excellent to very good by 60% of respondents. It is recommended that WAEDAT staff interview candidates about their expectations, and provide that information to Facilitator. In addition, it is recommended that course objectives continue to be stated clearly; participants and Facilitator express their expectations at the start of the course; and participants be given the opportunity at the conclusion to evaluate which expectations have been met, which have not, and why.

## **2. Training Methodology**

Participants were enthusiastic about the active learning methodologies. All participants attended each day. Daily evaluations reflect favorable response to the methodology. The end of course evaluation demonstrates high satisfaction (Excellent to Very Good: 100%) with methodology and style. It is recommended that experiential learning be used in the future. Participants derived great value from applying workshop techniques to real-world situations during the field exercise conducted on Day 3.

An unexpected bonus was to raise awareness about WAEDAT with the business owners who volunteered to be interviewed. These entrepreneurs received complimentary advising during the interview, and expressed appreciation for the opportunity. They now view WAEDAT as a source of well-trained Consultants and capacity building for themselves and their staff. It is recommended to maintain the field exercise component.

## **3. Training Course Agenda and Duration**

The topics covered in the TOA course agenda were all relevant to the course. The course comprised refreshing of business knowledge, exercises to reinforce new skills, and practical applications. Day 1 focused on identifying the challenges and opportunities facing women business owners in Jordan. Day 2 consisted of two components: recognizing and practicing listening skills, and understanding the techniques of effective advising. Day 3 gave the participants an opportunity to use those skills during interviews with three women business owners who had volunteered their cooperation in the course.

This practicum was successful at many levels. The women business owners appreciated the chance to receive advice from several trained individuals. The advisors were well received; in one case the business owner was very reluctant to impart financial information, but this simply gave the advisors experience in indirect inquiry and building trust. Day 4 covered special situation advising, in which participants were asked to address taxation, family dynamics and the impact on business, import-export and so forth. This final day also introduced the participants to the wealth of business development resources available to them; additionally they were asked to evaluate the possible sub-sector training opportunities WAEDAT is considering offering. At the conclusion, the advisors received their Certificates of Completion from representatives of AMIR and USAID offices in Amman. They proceeded to WAEDAT, and met one-on-one with entrepreneurs in the Core Business Skills Training.

Of the participants, 10% indicated only a fair understanding of the Core Business Skills needed by an Advisor. It is recommended that future trainings include specific information and written materials from the Core Business Skills Training. Including a component of the entrepreneur's training would solidify an advisor's own knowledge as well as build a common base of understanding with the WAEDAT client.

Ten percent of the participants indicated only a fair understanding of the challenges facing women business owners. The participants understand the cultural dynamics in Jordan and the impact they have on women conducting business. The uncertainty reflected in the evaluation is related to making a distinction between challenges facing all businesses, and those unique to women owned businesses. In future trainings, this distinction needs to be made more clearly.



Participants indicated only a fair (30%) understanding of the networking resources available to them. WAEDAT staff was given insufficient time to cover this topic adequately. It is recommended that WAEDAT staff distribute to the participants the complete information (name, contact information) about networking resources which it now has on hand, either as part of, or in addition to, an Advisor's Handbook. In future trainings, it is recommended that WAEDAT staff be given enough time to present an overview of networking resources. Resources dedicated to particular industry sectors (for example, Environmental Management) or topics (for example, Restaurant Marketing) would be highly appropriate for WAEDAT business development and sub sector training courses.

The length of time devoted to each topic was adjusted to fit the competency of the participants and synchronize with WAEDAT Core Business Skills training for entrepreneurs being offered simultaneously. The emphasis on listening and advising skills is important to maintain. Please see Appendix G for four-day agenda.

Trainings conducted elsewhere in Jordan may require some modification of the presentation methodology and topics. Cultural sensitivities may dictate single gender workshops, and/or the recruitment of only female participants. English skills and education level may be less than those of the Amman participants. In response to recommendations contained in the reports WAEDAT Business Skills Training for Core Trainers (Macaulay, Hecker), the agenda provided in-depth information about the WAEDAT program, and its expectations of advisors.

It is recommended that WAEDAT staff continue the training format, with modifications appropriate to location and participants.

An additional recommendation is for WAEDAT staff to administer the MicroPlan Self-Assessment to advisor candidates as part of the interview process so as to bring to light any business skills which may need refreshing during the TOA. As well, it is recommended that WAEDAT staff continue promoting WAEDAT to businesses and NGO's, emphasize that the TOA training will benefit the company or organization, and encourage them to give the employee paid, non-vacation, leave to attend.

#### **4. Handouts**

Participants expressed a preference for more written materials. End of course evaluations indicated that 90% of the participants found the handouts very good to ok. All attendees of this course had participated in many prior business training sessions conducted by other NGO's, and they expected to receive an abundance of materials to take home. Handouts for purposes of participant retention were not a major component of this training. It is recommended that an Advisor's Handbook be developed as a follow-up to this course, containing key points of the curriculum. Participants had several opportunities to modify handouts, creating WAEDAT Advisor documents which combine best business practices and team generated perceptions and experiences. This interactive process was another component of the well-received experiential learning methodology.

## **5. Communications with Participants**

Participants were advised by letter of the nature of the course, and were given additional information about the methodology and expectations during their interviews with the Consultant. It is recommended that WAEDAT staff continue this methodology.

## **6. Participant Selection and Assessment**

A total of eleven individuals attended of which ten were selected by the WAEDAT Core staff. One WAEDAT Core Team member attended. The size of the group (11) was large enough to foster lively exchanges, and small enough to create a sense of community. It is recommended that WAEDAT maintain enrollment at 8 to 15 participants for future courses. WAEDAT staff recruited exceptional individuals for this workshop. All were well trained in business skills, and enthusiastic about becoming advisors. One advisor was pre-selected during the Business Skills Upgrading Course conducted and reported on previously (Macaulay, Hecker) because she had demonstrated exceptional training skills. This is an outstanding example of tangible results which accrue as participants advance from course to course. The participants were recruited from recommendations and word of mouth. Participants included three free lance consultants, and two business owners, the remaining six work for a variety of private companies and NGOs as trainers, managers or coordinators. Please see Appendix C for a complete roster. Seven women and four men participated. The oldest Advisor was 56, the youngest, 31. All participants had college degrees. Seven participants had graduate degrees. They were articulate, thoughtful and socially aware. It is recommended that WAEDAT continue to recruit high-caliber advisors with a variety of education, experience and prior training.

At the conclusion of the course, participants were assessed by the Facilitator. The results are presented in Appendix F. The caliber of all participants was high. The rankings and accompanying notes and comments should be taken together as it is difficult to comparatively rank advisors who have similar business experience, but specialized sub sector knowledge and different advisory approaches. In all cases, the notes are intended to assist WAEDAT staff to match advisors with WAEDAT clients.

## **7. On-Going Training for Participants**

All participants cited “the opportunity for improved skills” as a factor in taking the training. They stated an eagerness to take other training courses. It is recommended that WAEDAT Core team develop additional sector specific and special situation training as needed. Invite all advisors to participate in, or, perhaps, conduct, future WAEDAT trainings, particularly events related to specific sectors and special advising situations.

## **8. Language**

The Training of Advisors was led in English. The curriculum and most handouts were in English. The English skills of the participants were very good to excellent. All understood most English business terms. The participants were mutually supportive in ensuring comprehension of the less common terms. The Consultant does not speak Arabic. Participants summarized for the Consultant in English, discussions conducted in Arabic. The effectiveness of this training was due in large measure to the overall fluency in English of the participants. Recommendation: If the training of advisors is conducted in English, WAEDAT Core staff assess the English skills of the participants and provides a translator to the Facilitator if necessary.

## **9. Logistics and Training Venue**

The WAEDAT and AMIR staff provided logistical support for planning and implementation of the workshop. Samia Bsaiso, and Ranya Al-Khatib provided direct and personal support to the Consultant; Wejdan Abu Lail and Suhair Al-Khateeb played major roles in ensuring the successful delivery.

The training was held at ZENID in Amman, Jordan. The ZENID staff ensured a pleasant environment. The 32 hour course was taught over four days, Sunday to Wednesday, from 9:00 AM to 5:00PM, with two refreshment breaks and lunch. The venue was spacious, bright, and air conditioned with responsive, helpful staff. The breaks and lunch, served on time, were nutritious, typical home-style Jordanian food, and generally well received. Three participants found the location somewhat inconvenient. It is recommended that WAEDAT consider ZENID as a site for future training events.

JOHUD staff arranged an important informational interview for the consultant. It is recommended that all participants continue this high level of mutually supportive cooperation.

## **C) Next Steps**

In addition to recommendations outlined above, the following recommendations are offered:

### **1. Material Development.**

- WAEDAT Core Team to review, revise, and add to, if desired, any Advisory forms developed during this course, to create and maintain informative reporting procedures.
- WAEDAT Network Coordinator identify any further elements for inclusion that may benefit the WAEDAT advisor and entrepreneur.

### **2. Coordination with Core Business Skills Training of Entrepreneurs**

- If scheduling permits, WAEDAT staff to coordinate future Training of Advisors Workshops with Core Business Skills Training. Advisors can launch a relationship with entrepreneurs immediately at the conclusion of their training. Networking opportunities can be created by this circumstance, as Business Skills Trainers, Advisors and Entrepreneurs collaborate on business plan development. It is recommended that this synergy be supported in future scheduling of training events.
- It is recommended that dates be confirmed well in advance, to the extent possible, to avoid scheduling conflicts with desirable candidates.
- It is recommended that the MicroPlan Self Assessment be administered to TOA candidates during their interviews. The Facilitator can then take additional time during the TOA to refresh business skills which may be weak.
- The format of the course is flexible and can accommodate any additional information identified by the WAEDAT Training Coordinator as important to include.

### **III. Acknowledgements**

The Consultant wishes to acknowledge and thank the members of AMIR and the WAEDAT Core Team for their valuable help in organizing the technical and logistical aspects of the training course, members of JOHUD/SBDC for tax expertise, and USAID representatives for presenting the Certificates to the Advisors.

## **IV. Appendices**

### **Appendix A. List of Background Documents Reviewed by Consultant**

- Making Cents WAEDAT Proposal
- WAEDAT Work Plan
- Jordanian Partner WAEDAT Proposal
- WAEDAT Training Design
- WAEDAT client profile
- TOT Phase 1 Draft Report
- TOT Phase 2 Report
- WAEDAT Advisor participant CV's

**Appendix B. List of Individuals Interviewed**

- Fiona Macaulay, President, Making Cents
- Andrew Baird, Director of International Programs, Making Cents
- Terri Kristalksy – MEI Component Team Leader, AMIR-Jordan
- Suhair Khatib, MEI Deputy Component Team Leader, AMIR-Jordan
- WAEDAT Core Team : Wejdan Abu Lail, Program Coordinator; Ranya Al Khatib, Network Coordinator; Sameera Al Majali, Training Coordinator; Samia Bsaiso.
- Brenda Bowman, Consultant, Making Cents International
- Shoshana Hecker, Consultant, Making Cents, TOT Phase 1 Trainer
- Hassan Morahly, SBDC Training Project Manager/Acting SBDC Director
- Faris Al Nahhas, Head of Credit Section(Taxes), SBDC

**Appendix C. Participant List Training of Advisors 19-22 September, 2004**

| <b>Attendee Name</b>     | <b>Organization, Title</b>                      | <b>Telephone</b>       | <b>E-mail</b>  |
|--------------------------|---|------------------------|--|
| 1Ms. Amal Al Halabi      | Irada/EPC<br>Advisor                            | 079-5278722            | Amalhalabi22@hotmail.com   |
| 2 Ms. Dima Obeidat       | Empretec<br>Business Coordinator                | 077-254500             | dobeidat@empretecjordan.org  |
| 3 Mr. Ghanem Al Jamal    | Freelance Management<br>Consultant              | 079-5585791            | galjamal@imc.com.jo  |
| 4. Mr. Hisham Aref Yasin | Cairo Amman Bank<br>Head of Private Banking     | 4642881,<br>077-492086 | hishyas@hotmail.com  |
| 5. Ms. Khitam Farah      | TRC<br>Head of Corporate<br>Development         | 079-5901989            | Khitam@hotmail.com   |
| 6. Ms. Lubna Touqan      | RUBICON<br>Business Development                 | 077-332690             | Lubna.touqan@rubicon.com.jo  |
| 7.Ms .Maysoon Amarneh    | Freelancer<br>Business Consultant               | 079-583913             | Soon3313@hotmail.com   |
| 8. Mr. Nazeeh Sawami     | Freelancer<br>CMC                               | 077-337766             | nazeehsawami@hotmail.com   |
| 9. Mr. Nizar Al-Ashkar   | Jordan Loan Guarantee<br>Corporation<br>Manager | 5625400 x217           | <a href="mailto:nizash@hotmail.com">nizash@hotmail.com</a> ,<br>nashkar@jlgc.com |
| 10. Ms. Nuha Shanableh   | ESTA<br>Center Director                         | 079-5272866            | Nuha_sh@hotmail.com  |
| 11. Ms. Ranya El Khatib  | WAEDAT<br>Network Coordinator                   | 077-400240             | Ranya.k@mailcity.com   |

## Appendix D Daily Course Evaluation Summaries

### WAEDAT Training of Advisors (TOA) Daily evaluation form

**Day\_\_1      Total Evaluations Completed: 11**

*Ranking: 5=excellent 4= very good 3 = ok 2 = needs improvement 1 = bad*

How did you find the pace? (circle one)

5(27%)      4(45%) 3 (18 %)      2 (10 %)      1 (0%)

Comments:

What was your level of participation?

5(10%)      4(73%) 3 (17%)      2 (0%)      1 (0%)

Comments:

How did you find the logistics?

5(18%)      4(64%) 3 (9%)      2 (9%)      1 (0%)

Comments:

How do you find the handouts?

5(30%)      4(40%) 3 (30%)      2 (0%)      1 (0%)

Comments:

How do you find the methodology used?

5(45%)      4(55%) 3 (0%)      2 (0%/      1 (0%)

Comments: “Excellent”; “Interesting way to wrap up with little notes.”

How do you find the content?

5(36%)      4(45%) 3 (18%)      2 (0%)      1 (0%)

Comments:

Additional Comments:



**WAEDAT Training of Advisors (TOA)**  
**Daily evaluation form**

**Day\_\_2\_\_                      Total Evaluations Completed: 11**

*Ranking: 5=excellent 4= very good 3 = ok 2 = needs improvement 1 = bad*

How did you find the pace? (circle one)

5(63%)              4(37%) 3 (0%)                      2 (0%)                      1 (0%)

Comments:

What was your level of participation?

5(72%)              4(18%) 3 (10%)                      2 (0%)                      1 (0%)

Comments:

How did you find the logistics?

5(54%)              4(27%) 3 (10%)                      2 (9%)                      1 (0%)

Comments:

How do you find the handouts?

5(54%)              4(37%) 3 (9%)                      2 (0%)                      1 (0 %/)

Comments:” Topics and terms delivered were good and relevant.” “Want more handouts.”

How do you find the methodology used?

5(63%)              4(27%) 3 (10%)                      2 (0%)                      1 (0%)

Comments:” Really like training style. I’m learning a lot”

How do you find the content?

5(45%)              4(45%) 3 (10%)                      2 (8%)                      1 (0%)

Comments: “Content was valuable”

Additional Comments:

**WAEDAT Training of Advisors (TOA)**  
**Daily evaluation form**

**Day\_\_3\_\_                      Total Evaluations Completed: 10**

*Ranking: 5=excellent 4= very good 3 = ok 2 = needs improvement 1 = bad*

How did you find the pace? (circle one)

5(80%)              4(20%) 3 (%)              2 (0%)                      1 (0%)

Comments:

What was your level of participation?

5(60%)              4(30%) 3 (10%)                      2 (0%)                      1 (0%)

Comments:

How did you find the logistics?

5(50%)              4(30%) 3 (10%)                      2 (10%)                      1 (0%)

Comments:

How do you find the handouts?

5(50%)              4(40%) 3 (0%)                      2 (0%)                      1 (10%)

Comments:

How do you find the methodology used?

5(60%)              4(40%) 3 (0%)                      2 (0%)                      1 (0%)

Comments: "The idea of practicing what we take on the field is good".

How do you find the content?

5(50%)4(40%) 3 (10%)                      2 (0%)                      1 (0%)

Comments:

Additional Comments:

**WAEDAT Training of Advisors (TOA)**  
**Daily evaluation form**

**Day\_\_4\_\_**

**Total Evaluations Completed: 10**

*Ranking: 5=excellent 4= very good 3 = ok 2 = needs improvement 1 = bad*

How did you find the pace? (circle one)

5(60%)      4(30%)   3 (10%)                      2 (0%)                      1 (0%)

Comments:

What was your level of participation?

5(70%)      4(30%)   3 (0%)                      2 (0%)                      1 (0%)

Comments:

How did you find the logistics?

5(70%)      4(20%)   3 (10%)                      2 (0%)                      1 (0%)

Comments:

How do you find the handouts?

5(40%)      4(50%)   3 (0%)                      2 (10%)                      1 (0%)

Comments:

How do you find the methodology used?

5(80%)      4(20%)   3 (0%)                      2 (0%)                      1 (0%)

Comments:

How do you find the content?

5(50%)      4(40%)   3 (10%)                      2 (0%)                      1 (0%)

Comments:

Additional Comments:

## Appendix E End of Course Evaluation Summary

### WAEDAT Training-of-Advisors Course Amman, Jordan ~ September 19-22, 2004

#### **End of Course Evaluation Form**    Total Evaluation Completed: 10

Ranking: 5=excellent 4= very good 3=ok 2=needs improvement 1=poor

**To what degree did this TOA course meet the stated course objectives?** (circle one)

5(40%)      4(60%) 3 (0%)      2 (0%)      1 (0%)

**To what degree did this TOA course meet your expectations?**

5(10%)      4(50%) 3 (30 %/)      2 (0%)      1 (0%)

No answer: 10%

**To what degree have you learned new and relevant information?**

5(20%)      4(50%) 3 (30%)      2 (0%)      1 (0%)

**How did you find the TOA course training methodology?**

5(60%)      4(40%) 3 (0%)      2 (0%)      1 (0%)

**How effective did you find the Facilitator's style?**

5(70%)      4(30%) 3 (0%)      2 (0%)      1 (0%)

**How did you find the handouts?**

5(0% )      4(60%) 3 (30%)      2 (10%)      1 (0%)

**Please indicate your degree of comprehension for the following:**

|   | Poor | Fair | Good | Very good |
|---|------|------|------|-----------|
| Core Business Skills Needed By An Advisor   |      | 10%  | 30%  | 60%       |
| Understanding of WAEDAT program             |      |      | 30%  | 70%       |
| Challenges facing Women Entrepreneurs       |      | 10%  | 30%  | 60%       |
| Listening Skills                            |      |      | 20%  | 80%       |
| Interviewing & Advising Skills              |      |      | 20%  | 80%       |
| Creating an Action Plan                     |      |      | 55%  | 45%       |
| Comprehension of Special Situation Advising |      |      | 50%  | 50%       |

|  |  |     |     |     |
|--|--|-----|-----|-----|
| Networking Resources available to Advisors                             |  | 30% | 30% | 40% |
| Responsibilities of the WAEDAT Advisor toward the WAEDAT entrepreneur. |  |     | 50% | 50% |
| Overall Role of WAEDAT Advisor   |  |     | 40% | 60% |

**Which part(s) of the TOA did you find most effective? Why?**

*Learning about Advisor's role (3); sharing of information & experience (2); participatory approach, field visit, learning about challenges facing women entrepreneurs, training on advising skills (1 each)*

**Which part(s) of the TOA did you find least effective? Why?**

*Not using training materials & not providing the advisors with references (1)*

**What additional information would you like to receive?**

*Clearer idea on what entrepreneurs were trained on [Core Business Skills curriculum] (4); written notes for future references. (2)*

**How did you find the catering?**

5(60%)      4(20%)    3 (10%)                      2 (10%)                      1 (0%)

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**Thank You!**

## Appendix F: Assessment of Participants

The overall qualifications of the advisors are high. The rankings below take into consider overall Advisory Skills, Business Acumen, Approach and additional factors as noted.

### Ranking Key for three Criteria

|   |   |
|---|---|
| 3 | Very highly skilled: Few if any areas require additional information.                         |
| 2 | Highly skilled: Requires complimentary information/mentoring in some areas.                   |
| 1 | Skilled: Requires additional information/mentoring in some areas before independent Advising. |
| 0 | Would not recommend as an Advisor.  |

| Participant         | Advisory Skills | Business Acumen | Approach | TOTAL | Position in ranking (with 1 as highest) | Notes and Recommendations *                                       |
|---------------------|-----------------|-----------------|----------|-------|---|---|
| Ms. Amal Al Halabi  | 3               | 2               | 3        | 8     | 1                                       | Experienced. Agricultural strengths. Great combination of skills. |
| Ms. Dima Obeidat    | 1               | 2               | 2        | 4     | 10                                      | Techniques are fine, needs confidence                             |
| Mr. Ghanem Al Jamal | 3               | 2               | 3        | 8     | 2                                       | Experienced. Marketing strengths. Great advisory technique.       |
| Mr. Hisham          | 2               | 3               | 2        | 7     | 7                                       | Finance; needs to   |

|                      |   |   |     |     |    |  |
|----------------------|---|---|-----|-----|----|--|
| Aref Yasin           |   |   |     |     |    | build listening skills   |
| Ms. Khitam Farah     | 3 | 2 | 3   | 8   | 3  | Great combination of skills  |
| Ms. Lubna Touqan     | 2 | 2 | 1-2 | 5-6 | 6  | Quiet. Confident. Needs to build advisory techniques                                   |
| Ms. Maysoon Amarneh  | 2 | 2 | 3   | 7   | 8  | Great combination of advisory skills and approach. May need refresher business skills. |
| Mr. Nazeeh Sawami    | 2 | 3 | 1   | 6   | 9  | Experienced. Management. Assign to larger, mature company.                             |
| Mr. Nizar Al- Ashkar | 3 | 3 | 1   | 7   | 5  | Experienced. Finance. Assign to mature company.  |
| Ms. Nuha Shanableh   | 2 | 3 | 1   | 5   | 11 | Experienced. Assign to larger, mature company with strong owner.                       |
| Ms. Ranya El Khatib  | 2 | 2 | 3   | 7   | 4  | Great combination of skills.   |

**Appendix G: Training of Advisors Course Agenda**

| <b>(times are approximate)</b>                | <b>Sunday, Sept. 19</b>  | <b>Monday, Sept. 20</b>   | <b>Tuesday, Sept. 21</b>  | <b>Wed, Sept. 22</b>   |
|---|--|---|---|--|
| <b><i>Morning 1</i></b><br><b>9-10.30</b>     | Registration<br>Introductions<br>Overview<br>Expectations<br>objectives<br>WAEDAT<br>information | Energizer<br>Agenda presentation<br>Business Development<br>Services resources<br>Self-Assessment | Energizer<br>Agenda presentation<br>Field Exercise: Advisory<br>Session Practicum | Energizer<br>Agenda presentation<br>Special Situation advising<br>WAEDAT reporting |
| <b><i>Morning 2</i></b><br><b>11:00-12.30</b> | Overview of Core<br>Business Skills<br>Define Advisor's<br>Role                                  | Simulation: Listening Skills  | Field Exercise continued  | Costing and Production<br>Action Plans   |
| <b><i>Lunch</i></b>                           |  |   |   |  |
| <b><i>Afternoon 1</i></b><br><b>1:30-3.00</b> | Identify Challenges to<br>Women<br>Entrepreneurs   | Simulation: Advisory<br>Session   | Write-up and oral<br>presentation of Field<br>Exercise findings                   | Certification; self assessment,<br>course evaluation                               |
| <b><i>Afternoon 2</i></b><br><b>3.30-5:00</b> | Identify Opportunities<br>for Women<br>Entrepreneurs   | Advisory Session Write-up<br>and Critique   | Practical applications of<br>Field Exercise findings                              | Advisors to WAEDAT, meet with<br>clients.  |